

# STRATEGIC PLAN 2019 - 2022

*Care beyond our walls*





## INTRODUCTION FROM OUR CHAIR AND CEO

On behalf of Markham Stouffville Hospital (MSH), we are pleased and excited to share with you our new 2019-2022 Strategic Plan.

Over the past number of months, we have undertaken a collaborative strategic planning process that entailed engaging with patients, families, residents, community partners, staff, physicians, volunteers and many others in the development of, what we believe, is a bold and innovative plan. This plan leads us into the future by building on our past successes, acknowledging the challenges we face, and by taking advantage of the opportunities that are ready to be seized.

This is an exciting time for MSH – we have re-developed facilities, excellent clinical programs, and leading health technology, and we are engaging with our community and patients more than ever through our President's Advisory Council, our Patient Experience Participant (PEP) program and our Patient and Family Advisory Committees.

With a focus on delivering an exceptional patient experience, embracing our community and by empowering our staff, MSH is well positioned to achieve our goals. Through our collective efforts, we will make it easier for patients and families to navigate the healthcare system, improve connections with our community partners and service providers and continually strive to deliver better, safer and more patient-centred care. We are honoured to care for the communities of Markham, Whitchurch-Stouffville, Uxbridge and beyond.

We hope that you will join us on this exciting journey as we better connect with our community and work towards our vision of providing care beyond our walls.



Thomas Barlow  
Chair, Board of Directors



Jo-anne Marr  
President & CEO

# OUR COMMUNITY

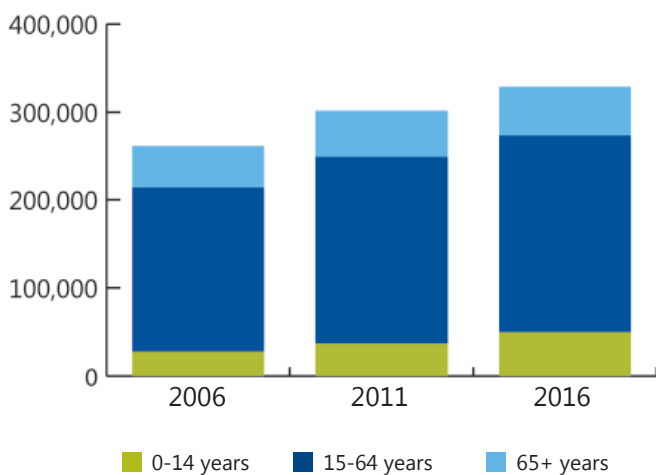
## Evolving communities and expectations

At MSH, we want to reflect the people we serve, and we're proud and privileged to be caring for some of Canada's most diverse communities. Diversity, of course, extends far beyond ethnicity. Diversity of religion, language, gender, sexual orientation, nationality, age and experiences all add to the character of a community and present unique challenges from a healthcare perspective. We are committed to providing exceptionally safe and high-quality care to all those we serve.

### Markham Stouffville catchment area

Markham remains one of the most diverse cities in Canada, with about half of the population coming to the community from outside of Canada. With nearly 60 per cent of residents speaking a first language other than English, 77.9 per cent of residents identifying themselves as a visible minority, and with total population growth in the city outpacing the provincial rate, our Markham site serves a unique population and faces unique pressures.

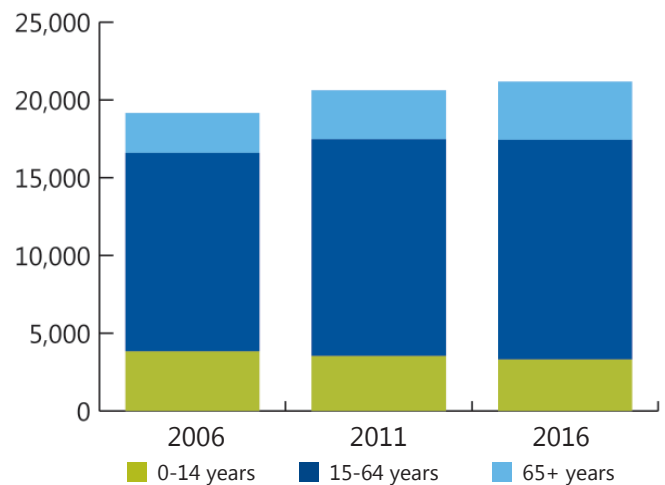
**Population growth in Markham**



### Uxbridge catchment area

While Uxbridge's population growth has kept pace with the province, it has also seen a significant increase in the number of individuals aged 65 and older. Rural hospitals generally face greater challenges in providing healthcare services for patients who live in their communities and the surrounding areas they serve. New and innovative models of care must be applied to serve an aging and dispersed population that focus on increased care delivery in the outpatient setting. This allows costs to be reduced, access increased and preventative and post-acute care administered efficiently.

**Population growth in Uxbridge**



### Community expectations

Along with this evolution in community demographics comes an evolution in what people expect from their local hospital.

They are:

- Timely access to services;
- Shorter wait times;
- Short stays;
- Seamless connections with the community; and,
- Access to digital and virtual care.

# MARKHAM STOUFFVILLE HOSPITAL *at a glance*



**2** sites

Markham & Uxbridge



**2,300**  
staff



**500**  
physicians



**23** midwives



**1,200**  
volunteers



**329**  
beds

Acute medicine  
Alongside midwifery  
Alternative level of care  
Child development  
Childbirth and children's services

Complex continuing care  
Diagnostics  
Emergency  
Intensive care  
Mental health  
Oncology

Palliative care  
Rehabilitation  
Surgery  
Transition care



**412,000**  
patients treated



**3,400**  
babies delivered



**21,000**  
surgeries performed



**103,800**  
emergency visits

## VISION

### Care beyond our walls: Connecting with our community

Our Vision speaks to our commitment to serve the community beyond the boundaries of our physical facilities. Of course, the Markham Stouffville Hospital sites have walls, but we say that our Vision is to deliver care beyond walls because we will proactively think, act, and innovate every day to provide our patients with care that is connected to the community in which they live.

We will focus on strengthening our partnerships with community service organizations and primary care physicians, and integrating our care in the community to create a seamless and simple transition from hospital to home or to the appropriate destination for our patients. This will all be done with a strong emphasis on ensuring our services are inclusive, while also leveraging technology to break down access barriers.

## MISSION

### Honoured to care

Our commitment to create an 'honoured to care' culture is an expression of our humble and compassionate attitude, and a recognition of the respect we have for the people who choose us for their care. Serving patients and their families is a privilege at Markham Stouffville Hospital and our people will work to demonstrate this every day in all they do.

## VALUES

Our Values represent the culture, norms, and attitudes that we want to see reflected throughout the hospital. Our goal is for each person who steps through the hospital doors (whether they are a patient, a staff member, physician, visitor or volunteer) to live and breathe these Values, through our everyday interactions and work. At Markham Stouffville Hospital, we will live these words through our actions.

### RESPECT

We hold the individuality of others in high regard, embrace diversity and maintain the dignity of others, especially when no one is looking.

### TRUST

Unshakeable dependability, reliability, honesty and truthfulness.

### COMMITMENT

To engage with devotion and resilience.

### COMPASSION

Empower others through explicit expressions of empathy, sensitivity and understanding.

### COURAGE


Display commitment and lead others in overcoming obstacles and barriers, take unpopular stances when necessary and face unexpected hardships head on.

# VISION: CARE BEYOND OUR WALLS:

Connecting with our community

## MISSION: HONoured TO CARE

### Strategic pillars:



**Delivering an extraordinary patient experience**

- Create a comprehensive patient navigation model of care
- Develop a state-of-the-art clinical program focused on: childbirth and children's services, ambulatory care, orthopaedic services and care transitions, ensuring exceptional care close to home
- Become a patient led organization



**Embracing our community**

- Engage our community to better understand and meet their needs
- Strengthen our partnerships to ensure smooth patient transitions
- Enhance our relationship with community physicians
- Develop a brand strategy that unifies our sites and reflects our excellence in clinical care
- Re- envision and rebuild the Uxbridge site



**Empowering our people**

- Create an 'honoured to care' culture that distinguishes us
- Develop a recognition and reward system for our staff, physicians and volunteers
- Implement a comprehensive leadership development and training plan
- Strengthen interprofessional collaborative practice
- Enhance our academic role and educational experience for our learners

### Strategic enablers:

Communication, Education, Finance, Infrastructure, Information Technology and Innovation

## VALUES: RESPECT, TRUST, COMMITMENT, COMPASSION, COURAGE

# STRATEGIC PILLARS

## Delivering an extraordinary patient experience

Ensuring an extraordinary experience for our patients and families is at the heart of what we do at Markham Stouffville Hospital. We live our 'honoured to care' culture every day, and in everything we do, and it shows in the terrific patient experience we already deliver.



For MSH, delivering an extraordinary patient experience means:

- **We will** continue to improve on the safety and quality of care we provide our patients recognizing that this is an expectation of our patients and their families.
- **We will** build leading Childbirth and Children's Services that ensures we provide state-of-the-art care for families, close to home.
- **We will** create an Ambulatory Centre of Excellence that provides exceptional clinical services to our outpatients.
- **We will** expand our orthopaedic services to ensure the community has the care required to remain active and enable quality of life.
- **We will** expand and enhance our Care Transitions Program ensuring that our complex patients receive care that is seamless and connected to the community.
- **We will** improve the way patients move through our facilities, ensuring they can easily get to where they need to go.
- **We will** distinguish ourselves by navigating patients through the care experience within the hospital and into the community, creating an integrated care journey.
- **We will** enhance the quality and efficiency of care delivered to our patients by proactively pursuing digital health strategies.
- **We will** become a patient led organization, implement innovative models of care that reflect our patient population and improve the patient experience before, during, and after their care at MSH.
- **We will** involve care partners (families, close friends and others) in our patients' care and ensure they feel like true partners.





## Embracing our community

No healthcare organization can be an island that offers every service on its own; modern healthcare is about collaboration, integration and communication to better serve patients. It is also about breaking down siloes and working together to improve care. Care beyond our walls invites the community in while also reaching out to it.



For MSH, embracing our community means:

- **We will** enhance our engagement to better serve the needs of our community and ensure that we incorporate what we hear into our operations and service delivery.
- **We will** improve relationships with our community providers in order to improve the system navigation process for our patients beyond the walls of our hospital.
- **We will** focus on strengthening our relationship with community physicians, community organizations, suppliers and other providers.
- **We will** develop a brand strategy for Markham Stouffville Hospital that unifies our sites and reflects our excellence in clinical care.
- **We will** re-envision and rebuild the Uxbridge site as a showcase for innovative hospital services for rural Ontario communities.
- **We will** build strategic relationships with the private sector to generate new revenue streams and ways of providing innovative care to our patients.



## Empowering our people

At Markham Stouffville Hospital, our people are our family, and we are committed to engaging, training and investing in them. Our people's achievements are our achievements, and we are dedicated to empowering them so that they can provide the 'honoured to care' culture that is our Mission.



For MSH, empowering our people means:

- **We will** work with our staff, volunteers and physicians to create an 'honoured to care' culture that embeds the Mission in all we do and distinguishes us from all other hospitals.
- **We will** work towards establishing a workforce that reflects our community.
- **We will** strengthen interprofessional collaborative practice, ensuring healthcare professionals work together to optimize the health and wellness of patients and their families.
- **We will** recognize and reward our staff for delivering exceptional care to our patients.
- **We will** focus on retaining and recruiting people who share our Values and move us towards achieving our Vision and Mission.
- **We will** invest in our staff, ensuring they have the training and development needed to succeed.
- **We will** work with our academic partners to ensure we are providing a positive learning experience for health professionals.





## STRATEGIC ENABLERS

Across all of our strategic pillars, there are foundational enablers that will be critical to supporting the achievements of our Strategic Plan. They are:

### Communication

We must continue to make communication a priority and ensure our staff, volunteers and physicians have the information and tools to deliver exceptional care to our patients and their families.

### Education

Our emphasis on education ensures that we are a learning organization and providing training prepares our future healthcare professionals. If we want to attract the best and brightest to deliver outstanding care to patients and retain them, we must commit to invest in our people.

### Finance

The financial health of Markham Stouffville Hospital is an important element of our business operations. It is essential that we have sustained and consistent funding that is aligned with our objectives and flexible enough for us to react to new conditions and challenges. We must also be proactively focused on our long-range investment strategy in order to ensure that we have the resources needed to achieve our Vision.

### Infrastructure

Markham Stouffville Hospital patients and families are fortunate to have incredible new facilities and state-of-the-art diagnostics at the Markham site. More work is required to improve the facilities for the Uxbridge community ensuring they have up-to-date services close to home. Ongoing infrastructure renewal will be needed to maintain both hospital sites and respond to significant population growth.

### Information Technology and Innovation

With the launch of our upgraded health information system, we are now at forefront of the implementation and use of electronic medical records that will not only serve those at Markham Stouffville Hospital, but our shared community of patients with two other partner hospitals. This, along with our focus on innovation, will ensure that Markham Stouffville Hospital is leading the move toward a digital health revolution that is occurring in our health system.

# CONTACT US

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